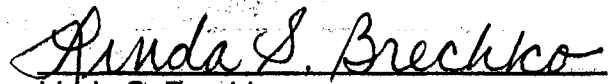


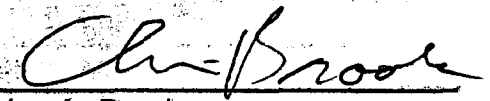
Improving Office Communication



Linda S. Brechko
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S. C. Department of Health & Environmental Control


Linda S. Brechko


Christopher L. Brooks
Bureau Chief

March 15, 1998

CPM Project

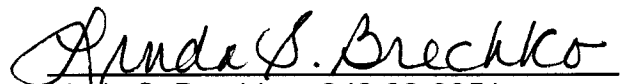
Improving Office Communication

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Project Goal

Improve and increase communication and interaction among the five sections of OCRM - Permitting, Planning and Certification, Charleston Harbor Project, Legal, and Enforcement located in three separate OCRM offices by effectively increasing interaction between staff members, by becoming proactive rather than reactive on issues and projects, and by reviewing projects on an on-going basis by all relevant sections and staff in all stages of a project's life. Implement processes by FY 98-99. To measure project success, follow up with two six month surveys for all staff--one at six months, another at one year.



Linda S. Brechko - 248-88-9051
CPM Candidate



Christopher L. Brooks
Bureau Chief

October 15, 1997

Date

Problem Statement

OCRM has grown by leaps and bounds over the past 15 years. As a result, the agency has developed into five very distinct and separate sections - Permitting, Planning and Certification, Charleston Harbor Project, Legal, and Enforcement. The agency has gone from a small group of 15-20 people in one office who knew what was going on all the time everywhere on the coast to an agency with 60 staff members and three offices along the coast of South Carolina. Additionally, laws and rules and regulations have changed over the years regarding regulation of projects on the coast as well as management of our beaches.

Communication and interaction are both a problem. With OCRM staff located in three offices in three regions of the coast (Charleston, Beaufort, and Myrtle Beach), information is not being disseminated to all staff members in an effective manner. Interaction between staff members is often to resolve a problem resulting from a lack of interaction prior to decisions being made on a project. We need to again become proactive and not reactive.

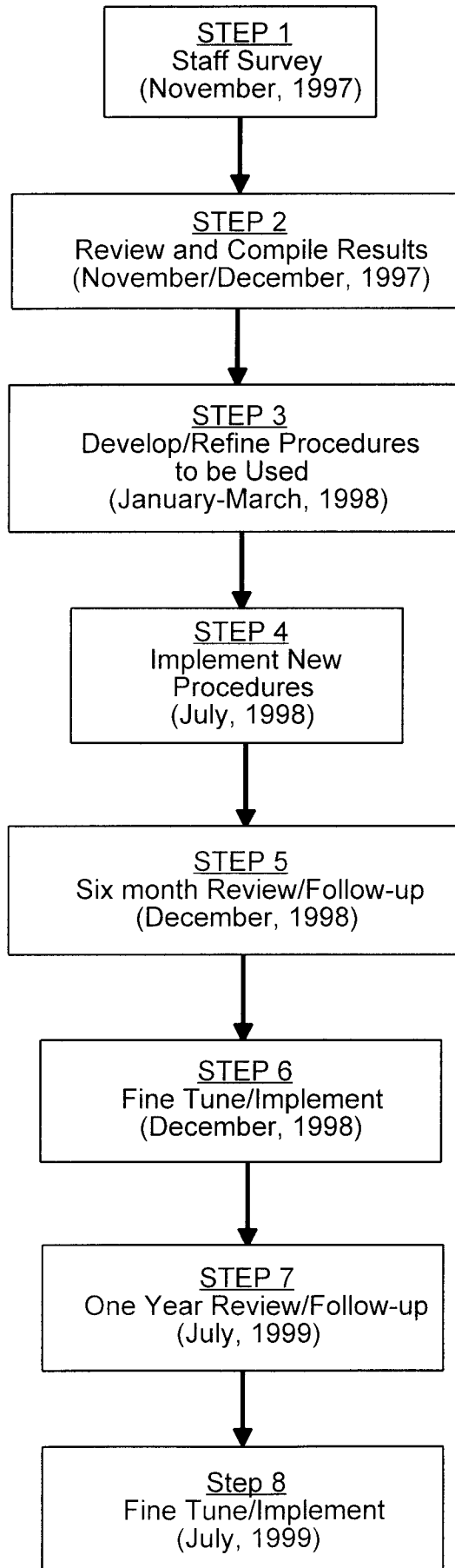
As an example, currently the Planning/Certification staff may review a project for stormwater management with no regard to the permitting requirements of the Permitting staff. The Permitting staff may not discover what the Planning/Certification staff has done until they meet with an applicant regarding a permit only to find that actions of the Planning staff are consistent with Planning requirements, but not consistent with the direct permitting requirements.

Interaction between the five sections would allow on-going projects to be initially reviewed by the relevant sections rather than each section reviewing

individually without input from any other section. This will be a time saving measure for the public and would bring the views, concerns, and requirements of the individual sections together to review projects at one time. When a certification project such as stormwater management requiring an engineer to certify also involves alteration of a critical area, permitting's biologists would be aware of and able to review the project at the same time. It would also allow the legal section to view the project from the beginning and be aware of any possible legal problems that could arise later. Hopefully this would alleviate some of the legal problems and appeals.

Because Excellence in Customer Service is a major goal of the agency, each and every section and employee has a vested interest in all projects whether it is direct or indirect. Because of a lack of communication and interaction between sections, mistakes are being made and projects are delayed. Improving this communication and interaction would benefit the public and the staff. Staff would not only have the knowledge and satisfaction of a job well done, but our goal to deliver excellent customer service would be obtained.

CPM Project Plan - Communication



IMPROVING OFFICE COMMUNICATION

INTRODUCTION

Continued, open communication should be the goal of employees when presented with issues and projects. What exactly is communication? Basically it is defined as the exchange of thoughts, messages, or information. In the past few years, employees of the Office of Ocean and Coastal Resource Management (OCRM) have complained that a lack of communication is a major hurdle in performing their job--both the lack of adequate communication between the various offices (Beaufort, Myrtle Beach, and Charleston) and the lack of adequate communication between the different sections within OCRM. These employees also strongly felt that this lack of communication adversely affected the office's ability to deliver outstanding customer service.

STUDY AREAS

To define this need in greater detail, a questionnaire had to be developed that would address all aspects of office communication and be specific as to which staff, by category, completed each questionnaire. In addition to asking each employee their thoughts on the adequacy of current office communication, the survey asked what they thought could be done to improve communication and where they saw or experienced the most problems.

The Office of Ocean and Coastal Resource Management's offices in Charleston, Beaufort, and Myrtle Beach comprised the study area. Surveys were distributed to all staff and they were asked to complete and return them within a two-

week period. Surveys were anonymous with the exception of a breakdown of job categories (management, technical, administrative, supervisory).

SURVEY DATA ANALYSIS

Initial survey data analysis consisted of compiling answers to the questions first by category and then totaling the numbers as a whole. The various comments from staff members were also listed by job category.

A copy of the Communications Survey Form is included as Tab 5 in this report. Staff members were asked to rate their responses to specific questions relating to the adequacy of communications and the effectiveness of suggested improvements for better communication. Staff were instructed to rate their responses on a scale from best to worst.

RESULTS AND DISCUSSION

Seventy one percent (71%) of all staff rated the adequacy of communication between the Charleston office and the Beaufort and Myrtle Beach offices as a three or less, with five being the best. Sixty one percent (61%) rated communication between sections within OCRM as a three or less, with five being the best. In both cases, a clear majority felt that communication is inadequate. Why? There is no formal mechanism for communication and there is no liaison between the various sections. This translates into site meetings where only one section may be represented, but others should have been; public hearings that other sections were not aware of, but should have been included to allow for a joint hearing; on-going projects where one section is looking at one issue, but the projects involves other sections, other issues; and no follow-up or

follow-through with involved staff when “their” projects are appealed to the courts. Eighty nine percent (89%) of the staff felt that a lack of adequate communication adversely affected their job performance. So what specifically needs to be communicated? Information on public meetings and hearings, on-going projects and project updates, legal updates, and administration information.

Specific comments regarding the problems with communication were similar from employee category to employee category and were similar within job types (i.e., technical, supervisory, administrative, management). One of the most recurring comments dealt with a lack of adequate communication and coordination between the Permitting and Certification staffs even though these sections are physically located down the hall from each other. Several employees felt there was a problem with information flow from the top.

The staff defined through the survey what they thought needed to be communicated on an on-going basis: (a) changes in State and agency policy, (b) training opportunities, meetings, and conferences, (c) events and findings in coastal management practices, and (d) significant permits, certifications, and appeals in the program. Measurement of the success of communication will be easily measured by having this comprehensive list of communication needs.

The survey requested not only information concerning the employee’s perspective on office communications, but also solicited suggestions on what form of communications improvements would be useful to alleviate what they viewed as a problem. Thirty six percent (36%) of the staff believed that a comprehensive newsletter would be beneficial to distribute information. Forty five percent (45%) of the staff felt e-

mail should be utilized to spread information. Forty five percent (45%) of the staff thought meetings would be an effective way to disseminate information. (Percentages total over 100% as some employees checked more than one method of disseminating information.) Other ways suggested by individual employees included: (a) brief reports (one respondent); (b) memos (two respondents); (c) weekly list of projects listing location and project manager (one respondent); (d) updates on the computer for each section (one respondent); (e) daily computer schedule (calendar) of staff and meetings (one respondent); and one person suggested that people get into the habit of asking themselves the question "What do I know that other people need or would want to know?" and put this information out in some form.

Even though forty five percent (45%) of the staff felt meetings would be useful, they wanted an agenda and a regular meeting schedule. These staff wanted a structured meeting, not a "meeting just to meet". Regularly scheduled meetings (i.e., first Monday of the month) would allow staff to put these dates on their calendars and have the information available that should be presented to the staff. It was also felt that Permitting staff representatives should attend the weekly Certification staff meetings and Certification staff representatives should attend the weekly Permitting Section meetings. These staff members could report back to their respective staff group relaying information on projects the other section is working on that may be of interest or have an impact beyond the one section. It was also suggested that someone from the Legal Section attend both the Permitting and Certification Section meetings.

To develop a standard agenda for regular monthly full staff meetings, comments were solicited from the Management staff group. This group consists of the

Planning Director, Permitting Director, Public Information Director, Office Manager, Charleston Harbor Project Director, staff Legal Counsel, and Enforcement Director. This group, which meets once a week, was asked to review a draft standard meeting agenda and make suggestions (Tab 7). A proposed format for an in-house newsletter was also discussed with this same group (Tab 8).

Forty five percent (45%) of the staff suggested expanded e-mail usage as an effective way to distribute information. When questioned further regarding this particular issue, the majority felt that e-mail would be an effective way to distribute the weekly newsletter. Additionally, e-mail would be a way for each section to advise the newsletter editor of the projects, issues, etc., from that particular section. This would consolidate the information and not overly consume staff time and energy. Below are survey results for all staff sections.

Survey Results – Total all Sections

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?	1	8	16	9	1
Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?	3	6	13	12	2
			<u>A</u>	<u>B</u>	<u>C</u>
Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.			9	25	2
Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.			25	7	4
Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.			27	4	4

Methods:	<u>Newsletters</u>	<u>E-Mail</u>	<u>Meetings</u>	<u>Other</u>
Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?	16	20	20	Brief Reports-1 Memos - 2
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.	24	9	3	
Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.	19	13	2	
	<u>Yes</u>	<u>No</u>		
Question #9: Would some type meeting be beneficial to you?	26	20		
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.	14	17	0	
Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.	19	4	4	

COMPARISON BY SUBGROUPS OF THE SURVEY

Following is the survey data, by subgroup. Full survey data, with staff comments, can be found in Tab 6.

Administrative Staff

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?	0	5	4	2	0
Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?	0	4	3	4	0
	<u>A</u>	<u>B</u>	<u>C</u>		
Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.	1	9	1		

Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.	8	1	2	
Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.	9	1	1	
Methods:	<u>Newsletters</u>	<u>E-Mail</u>	<u>Meetings</u>	<u>Other</u>
Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?	7	6	5	Memos - 1
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.	9	2	0	
Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.	6	4	0	
	<u>Yes</u>	<u>No</u>		
Question #9: Would some type meeting be beneficial to you?	8	3		
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.	5	4	0	
Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.	5	2	1	

Management Staff

	1	2	3	4	5
Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?	0	0	3	3	0
Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?	0	0	3	2	1
	A	B	C		
Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.	4	2	0		

Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.	4	1	1	
Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.	4	0	1	
Methods:	<u>Newsletters</u>	<u>E-Mail</u>	<u>Meetings</u>	<u>Other</u>
Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?	4	5	5	0
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.	4	0	2	
Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.	4	1	1	
	<u>Yes</u>	<u>No</u>		
Question #9: Would some type meeting be beneficial to you?	7	1		
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.	1	4	0	
Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.	2	1	2	

Supervisory Staff

	1	2	3	4	5
Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?	0	2	3	2	0
Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?	1	2	3	2	0
	A	B	C		
Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.	0	7	1		

Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.	6	2	0	
Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.	6	0	2	
Methods:	<u>Newsletters</u>	<u>E-Mail</u>	<u>Meetings</u>	<u>Other</u>
Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?	3	3	6	Brief Reports-1
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.	6	1	1	
Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.	5	2	1	
	<u>Yes</u>	<u>No</u>		
Question #9: Would some type meeting be beneficial to you?	7	1		
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.	4	4	0	
Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.	6	0	1	

Technical Staff

	1	2	3	4	5
Question #1: On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office?	1	1	6	2	1
Question #2: On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?	2	0	4	4	1
	A	B	C		
Question #3: As a general rule, do you learn of actions in (a) a timely fashion; (b) sometimes after the fact; (c) always after the fact.	4	7	0		

Question #4: Does a lack of communication (a) sometimes affect your job performance; (b) significantly adversely affect your job performance; (c) has no effect.	7	3	1	
Question #5: Would increased communication/interaction between the various sections and offices (a) be beneficial to your job performance; (b) have a little effect on your job performance; (c) greatly affect your job performance.	8	3	0	
Methods:	<u>Newsletters</u>	<u>E-Mail</u>	<u>Meetings</u>	<u>Other</u>
Question #6: What methods would you like to see used to disseminate information (i.e., newsletter, e-mail, meetings, etc.)?	2	6	4	Memos - 1
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #7: Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) greatly affect your job performance.	5	6	0	
Question #8: Would expanded e-mail usage (a) be beneficial to your job performance; (b) have little effect on your job performance; (c) great affect your job performance.	4	6	1	
	<u>Yes</u>	<u>No</u>		
Question #9: Would some type meeting be beneficial to you?	6	5		
	<u>A</u>	<u>B</u>	<u>C</u>	
Question #10: If yes, what type meeting? (a) full staff meetings; (b) section managers from various sections/offices meeting.	4	5	0	
Question #11: If yes, how often? (a) monthly; (b) twice monthly; (c) weekly.	6	1	0	

CONCLUSIONS

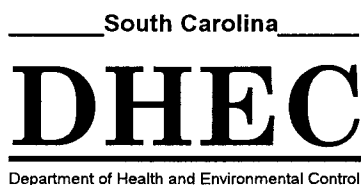
The participants felt strongly that there was something lacking in communication and staff interaction. This lack of communication and interaction among sections are diminishing customer service and allowing mistakes to be made and projects to be delayed. Key elements of the problem are a lack of a formal mechanism to communicate information and no liaison between the various sections. This is substantiated by the results of questions one and two, but even more specifically in the

responses to question 4. Staff are strongly in favor of a process or processes that will increase communication within the office. Staff are also anxious to make suggestions for improvements. All staff felt that resolving the communication and interaction problem will improve customer service.

Steps 1 and 2 of the flow chart (Tab 3) reflect the necessary background work to begin the intervention plan. Step 3 develops and refines the procedure to be used. This procedure includes a standard, detailed newsletter format (Tab 8) that incorporates what the staff felt were shortcomings in the survey. The newsletter is to be distributed on a weekly basis to all staff with input from all staff. Also included is a standard staff meeting agenda (Tab 7) with opportunity for staff input on not only the agenda but the frequency of meetings to best suit their information needs.

To evaluate the effectiveness of corrective actions, an updated survey will be distributed at six months and then again at one year (Tabs 9 and 10). The survey will address the current situation and what changes have resulted. It will also address whether or not employees feel there has been an improvement in customer service based on the changes in communication. Survey results will dictate further changes and follow-up.

Upon completion of the project, the changes will be implemented July 1, 1998. The first follow-up will be December, 1998, with an additional follow-up July, 1999.



**Bureau of Ocean and Coastal Resource
Management**

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Charleston, South Carolina 29405

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MEMORANDUM

TO: OCRM Staff

FROM: Linda Brechko

SUBJ: Communication Survey

DATE: November 5, 1997

Attached is a survey regarding communication within OCRM. This survey is one of the steps for the project I'm completing as part of my Certified Public Manager curriculum. The subject I chose for this project is communication.

Would you please complete and return this survey by Monday, November 17? If you have any questions, please let me know.

Thank you for your cooperation.

lsb/1
Enclosure
cc: Chris Brooks

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM? (circle response)

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- _____ a.) in a timely fashion
- _____ b.) sometimes after the fact
- _____ c.) always after the fact

4.) Does a lack of communication

- _____ a.) sometimes affect your job performance
- _____ b.) significantly adversely affect your job performance
- _____ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- _____ a.) be beneficial to your job performance
- _____ b.) have little effect on your job performance
- _____ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date _____

Thank you for taking the time to complete this survey.

(November, 1997)

MANAGEMENT

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

A weekly newsletter is very effective for concise info.
Meetings - no
e-mail - fair

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☒ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
☒ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Between permitting & cert.
Between main office ^(Charleston) & field office
Between COLA OCRM Admin & rest of OCRM staff

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Education + awareness of all staff.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☒ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11/7/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

all of these - especially e-mail and meetings

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

I currently receive more info than I can handle, but I believe that staff need to be better informed and need a chance to ask questions - make suggestions

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☒ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date _____

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 (4) 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 (5)

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☒ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

All forms of communication would be helpful. Email
would seem to be the quickest

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
☒ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Mainly in areas dealing w/ consistency among
the various offices.

Are there specific, recurring instances that need to be addressed?

Not really

From your experience, what suggestions would you make for improving communication/interaction?

Just a little more of it.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☒ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-12-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 (4) 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 (5)

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

FROM MANAGEMENT, NEWS SHOULD APPROPRIATELY TRICKLE-DOWN REGARDLESS IF THAT MECHANISM IS E-MAIL, MEETINGS OR WRITTEN RESPONSE.

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☒ c.) weekly

List the top 3-5 areas where you see problems with communication.

I DON'T FEEL I'M MISSING - OUT ON INFO @ WORK.
That's not to say some things couldn't be improved upon. I think
it's up to section leaders/managers to properly disseminate necessary
info to others. They could use the Public info. Director for help.

Are there specific, recurring instances that need to be addressed?

IF THERE ANY COMMUNICATIONS PROBLEMS IT'S ~~ONLY~~ BETWEEN
DHEC in COGA. and OCAH in Charleston.

From your experience, what suggestions would you make for improving communication/interaction?

Actually follow-up on info to be distributed. ASK the people
who were supposed to get it if they actually received the info.
Make sure someone has been assigned to disseminate certain info.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☒ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/5/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

meetings

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☒ c.) weekly

List the top 3-5 areas where you see problems with communication.

On projects which encompass both permitting issues
and certification issues.

On policy developed in Cola by Shaw's E QC.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☒ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11/12/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 (3) 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

E-mail & meetings

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Between satellite offices & Charleston.
 Between Col. & Char.
 Within Cert. staff on certain projects.
 Between different sections & permitting programs
 on large controversial projects.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Have @ least all the section managers get together
a minimum of once a month & discuss all
controversial or agency wide important projects.
Examples: IOP Sandbag case, Berkeley Co. Race Track, etc.
I'on Tract

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
☒ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11/7/97

Thank you for taking the time to complete this survey.

SUPERVISORY

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☒ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

brief reports

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

- Certification is independent and redundant
legal

Are there specific, recurring instances that need to be addressed?

Certification -

From your experience, what suggestions would you make for improving communication/interaction?

brief (10 min) oral report followed by 1 pg written up

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/17/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

meetings in which various sections report on activities

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☒ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

communication between sections is the largest,
 within sections the second. I don't really
 see a hand at CCRM, but the Columbia
 folks are obviously a problem

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☒ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11/6/87

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 (3) 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

MEETINGS

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

COMMUNICATION BETWEEN SECTIONS IE; PERMITTING & CERTIFICATION

Are there specific, recurring instances that need to be addressed?

LARGE PROJECTS NEED TO BE BETTER COORDINATED & INTEGRATED

From your experience, what suggestions would you make for improving communication/interaction?

MONTHLY STAFF MEETINGS WHERE PROJECTS ARE DISCUSSED LIKE OLD COUNCIL MEETINGS REHEARSAL

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-5-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings etc.)?

small outlets big stuff

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance *each section gives monthly update*
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance *only in OLRM, not Col a/w news*
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes *BRIEF*
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/5/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5 Don't know

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 (3) 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
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5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Meetings, e-mail ; the weekly page the way Linda
used to do it

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

The many facets and permits for a large project sometimes don't get coordinated or sections don't consult with other project managers

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Put out a weekly list of projects with location and project manager listed. Post list in break room and on g-drive so anyone can find out who it is they need to discuss a project with. Also, put out an in-house referral list so you know who works in specific counties/geographic areas, etc.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/17/77

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

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- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

all of the above. Many people at upper levels do not seem to be
concerned about this problem. It's a power thing!

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☒ c.) weekly

List the top 3-5 areas where you see problems with communication.

serious problems between Permitting + Certification staffs' communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Improvement of attitude of management toward more open communication

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☒ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date Nov 6, 1997

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

- 1) Status of grant budgets
- 2) Status of purchase requests
- 3) Status of major projects outside of my section

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

We need a method for disseminating information (I think an in-house newsletter would be best), but we also need to get people to start asking themselves the question "What do I know that other people need or would want to know?"

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

mailing newsletter

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Chris Harbor
Field Office - main
Inter Sectional Engineering / Planning

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Temporary assignment of staff to do different jobs as much as possible — for cross training

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☒ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date Nov 5/1997

Thank you for taking the time to complete this survey.

TECHNICAL

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

don't care

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

people just need to make a decision
and then clearly speak English

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

~~Speak~~ choose words carefully
and repeat for clarity

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☒ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 (5)

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 (5)

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

All the above

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

Enforcement

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date

Nov. 12, 1997

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
☒ b.) sometimes after the fact
☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
☐ a.) significantly adversely affect your job performance
☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

meetings, e-mail, phone

at least I would like to be made aware of meetings.
DATE & TIME

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

① ^{enforcement} Major Permit info should always be sent to the field office when the Major Permit or enforcement info is related to that field office. Also any info. that will pertain to field office functions.

② Need to be made aware of meetings. DATE & TIME.

Are there specific, recurring instances that need to be addressed?

Yes, info needed should be sent in a timely manner
when requested or at least a call or E-mail as to
why info has not been received.

From your experience, what suggestions would you make for improving communication/interaction?

When a request for information, that is required for Permitting
from Technical staff to Admin (clerical or support)
a response would be appreciated.
(Requests from field office to main office).
 * Please NOTE there are a few who do NOT respond.
Others are more than willing to provide necessary info and
help.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11-7-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 (3) 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

newsletter, e-mail, and a consistent input into the GIS

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

mainly after decisions have been reached, a piece of
information is presented that greatly affects the decisions

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

a meeting between legal, permitting, and certification where we discuss decisions on projects. This could be limited to projects that permitting and certification handle jointly. Legal needs an opportunity to have some input on projects prior to issuance.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11/5/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

WRITTEN MEMOS

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

FROM MY OWN VIEWPOINT, COMMUNICATION
WORKS WELL - BUT THEN, I AM A
COMMUNICATOR!

Are there specific, recurring instances that need to be addressed?

MARINA PERMITS BEING ISSUED WITHOUT
ENFORCEMENT INPUT

From your experience, what suggestions would you make for improving communication/interaction?

EVERYONE SHOULD MAKE A COVERTED
EFFORT TO KEEP FELLOW EMPLOYEES
INFORMED

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☐ b.) significantly adversely affect your job performance
- ☒ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

meetings

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

other agencies w/ DHEC (WATER & WASTEWATER)

Are there specific, recurring instances that need to be addressed?

None

From your experience, what suggestions would you make for improving communication/interaction?

None

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 (3) 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

informal meetings between core members & staff meetings
to discuss events, perceptions, & goals

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☒ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Scheduling
Paperwork
Purchasing
Program Development

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date

11/15/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 (2) 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

(1) 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Meetings

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

BETWEEN Permitting + Certification; Management + State
OCRM & DHEC

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

(1) 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

(1) 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail -

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 (4) 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

E-MAIL : RETURNED PHONE CALLS

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

CALLS NOT RETURNED

DELAYED ACTION ON PUBLIC NOTICES

MAJOR ACTIVITIES w/ CORPS

Are there specific, recurring instances that need to be addressed?

MAJOR ACTIVITY - JOINT PUBLIC NOTICES w/ CORPS
(DELAYS FOR MONTHS BEFORE GOING OUT ON
NOTICE)

From your experience, what suggestions would you make for improving communication/interaction?

INCREASED CORRESPONDENCE

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☒ Technical (i.e., field personnel)

Date November 7, 1997

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 (4) 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 (4) 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

- Different Sections seem to be isolated
- meeting to discuss what each section is working on currently
- Monthly update meeting to let everyone know what issues are currently being dealt with in the agency.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Better communication between sections about future needs
and goals.

Please check the category which best describes your position.

- ☐ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☒ Technical (i.e., field personnel)

Date 11/13/97

Thank you for taking the time to complete this survey.

ADMINISTRATIVE

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☒ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Changes in existing procedures should be given in a timely manner, not after the fact. See that input from the field offices is given more attention in regards to final decisions affecting that field offices' area.

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☒ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

1. Lack of communication between Charleston and field offices on decisions affecting that area. Sometimes decisions made in Charleston have adverse effects on field offices. No input from field offices is considered before decisions are made.
 2. Feelings that only a few people are given the responsibility to decide what is to be done and by whom. When asked for help from Charleston, not done in a timely manner.
 3. Lack of updated equipment given to field offices to make them more equipped to do their job. Field offices given last priority.
 4. Equal considerations for field offices as given in Charleston.
 5. Weekly staff meetings in field offices to discuss problems (if any) and at least once a month meetings (with adequate notices) for input to resolve these problems. Maybe even a suggestion box.
- When there are meetings, no agenda is given.

Are there specific, recurring instances that need to be addressed?

Lack of help in a timely manner from Charleston to the field offices.

More communication of the problems that the field offices are experiencing

From your experience, what suggestions would you make for improving communication/interaction?

As stated on page 2

Please check the category which best describes your position.

☒ Administrative (i.e., clerical, support staff)

☐ Management (i.e., directors)

☐ Supervisory (i.e., project managers)

☐ Technical (i.e., field personnel)

Date 11/6/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 (4) 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

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- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date _____

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☐ b.) significantly adversely affect your job performance
- ☒ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
☒ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
☒ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Each ~~and~~ newsworthy event involving another section ^(since I've been here) becomes known to me from the newspaper and not the office

Are there specific, recurring instances that need to be addressed?

above

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date

Nov 14, 1997

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

ALL OF THE ABOVE

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

LACK OF COMMUNICATION BETWEEN SECTIONS ON SPECIFIC PROJECTS
LACK OF COMMUNICATION FROM BUREAU CHIEF ON DIRECTION &
ASSIGNMENT OF DUTIES & RESPONSIBILITIES

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

I DON'T KNOW IF THERE ARE ANY INSTITUTIONAL
CHANGES THAT WOULD SIGNIFICANTLY HELP. INDIVIDUALS
MUST HAVE IT IMPRESSED ON THEM THAT THEY NEED TO
SHARE INFORMATION.

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11/13/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 (2) 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 (2) 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail for urgent things and meetings (staff) for less urgent
things like projects of interests, programs, etc.
a newsletter or monthly publication may be more appealing to the staff than
meetings.

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Permitting and Certifications/stormwaters Jurisdictions sometimes cross.
better communication would prevent one section from approving
a permit the other wouldn't.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Monthly meetings, expanded e-mail, newsletter, and a
direct line of communication between permitting & certification
~~one~~ in situation where their authority may cross, i.e. stormwater
permitting along a critical area.

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11-20-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☒ b.) significantly adversely affect your job performance
- ☐ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☐ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☒ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

newsletters, Memo's. A lot of people
don't read EMAILS.
SOMETIMES- MEETINGS.

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
☐ b.) have little effect on your job performance
☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes *Sometimes - when it would directly affect all of us in day-to-day tasks.*
☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
☐ b.) twice monthly
☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

- I see it mainly in supervisory positions.*
- *not being specific in certain areas of work.*
 - *not returning phone calls/emails.*
 - *not being able to answer questions that pertain to daily tasks.*

Are there specific, recurring instances that need to be addressed?

Not really -

From your experience, what suggestions would you make for improving communication/interaction?

I think, as I said before, when there are
updates that affect everyone's job task it
needs to be addressed <prior> to it happening.
I also think a suggestion box might be
handy to have in our office.

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11/12/97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☐ a.) sometimes affect your job performance
- ☐ b.) significantly adversely affect your job performance
- ☒ c.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

Staff meetings for entire staff

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

field offices are not aware of how
to use many of our computer programs.
Otherwise communication is fairly good.

Are there specific, recurring instances that need to be addressed?

n/a

From your experience, what suggestions would you make for improving communication/interaction?

n/a

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

newsletter

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☐ a.) be beneficial to your job performance
- ☒ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☒ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly
- ☒ d.) Every other month

List the top 3-5 areas where you see problems with communication.

Between sections
Interoffice not knowing what's going on in sections we
don't interact with weekly or daily - CHA, Legal

Are there specific, recurring instances that need to be addressed?

Section Problem:

Applications From the Corps Sometimes get lost in Certification when we are suppose to be processing them in permitting. Also some staff members aren't aware of how Corps Joint APPS are numbered so you can tell which section they belong in.

From your experience, what suggestions would you make for improving communication/interaction?

When new rules, processes are implemented everyone needs to be aware of them - App. Requirements etc. not just individual sections. Publish them & handout every 3-6 months possibly. Keep an update on computers for each section like Internet info. It would be nice to have a computer schedule daily of staff member whereabouts - maybe the receptionist could enter in Calendar from board each day & update after lunch & send to everyone. It should take only minutes with right program.

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

E-Mail + newsletter for some things

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☒ a.) yes
- ☐ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☒ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☒ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

not sure Charleston get mail in time P/N
calls not returned + E-Mail
policies not know when they change

Are there specific, recurring instances that need to be addressed?

P/N not going out & no one letting you know.

From your experience, what suggestions would you make for improving communication/interaction?

better communication

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-10-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 4 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☒ a.) in a timely fashion
- ☐ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail, newsletters

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

9.) Would some type meeting be beneficial to you?

- ☐ a.) yes
- ☒ b.) no

10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

Are there specific, recurring instances that need to be addressed?

From your experience, what suggestions would you make for improving communication/interaction?

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
☐ Management (i.e., directors)
☐ Supervisory (i.e., project managers)
☐ Technical (i.e., field personnel)

Date 11-5-97

Thank you for taking the time to complete this survey.

OCRM - Communication Survey

Please complete the following questions. The information in this survey will be confidential.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 (3) 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM?

1 2 3 (4) 5

3.) As a general rule, do you learn of actions, policies, etc.

- ☐ a.) in a timely fashion
- ☒ b.) sometimes after the fact
- ☐ c.) always after the fact

4.) Does a lack of communication

- ☒ a.) sometimes affect your job performance
- ☐ a.) significantly adversely affect your job performance
- ☐ b.) has no effect

5.) Would increased communication/interaction between the various sections and offices

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

6.) What method would you like to see used to disseminate information? (i.e., newsletter, e-mail, meetings, etc.)?

e-mail & newsletters

7.) Would a comprehensive in-house newsletter that incorporates news from each section and office published weekly

- ☒ a.) be beneficial to your job performance
- ☐ b.) have little effect on your job performance
- ☐ c.) greatly affect your job performance

8.) Would expanded e-mail usage

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- ☐ a.) yes
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10.) If yes, what type meeting?

- ☐ a.) full staff meetings
- ☐ b.) section managers from various sections/offices meeting

11.) If yes, how often?

- ☐ a.) monthly
- ☐ b.) twice monthly
- ☐ c.) weekly

List the top 3-5 areas where you see problems with communication.

- ① Lack of communication in regards to receiving info. on meetings/personnel on leave, etc.
-
-
-

Are there specific, recurring instances that need to be addressed?

no

From your experience, what suggestions would you make for improving communication/interaction?

Overall, communication/interaction is
good. I think ^{staff} would communicate to me what's
happening or where they are more effectively
if their section head communicated to them
how important this is.

Please check the category which best describes your position.

- ☒ Administrative (i.e., clerical, support staff)
- ☐ Management (i.e., directors)
- ☐ Supervisory (i.e., project managers)
- ☐ Technical (i.e., field personnel)

Date 11-6-97

Thank you for taking the time to complete this survey.

Agenda
OCRM Staff Meeting
(insert date/time)

- I. Welcome

- II. Office Updates (5 minute limit)
 - A. Charleston Office
 - B. Beaufort Office
 - C. Myrtle Beach Office
 - D. Columbia Office

- III. Department Updates (5 minute limit)
 - A. Planning Department
 - B. Permitting Department
 - C. Legal Department
 - D. Charleston Harbor Project

- IV. Questions? Comments?

- V. Meeting Evaluation

- VI. Next Meeting Date/Time

What do YOU know that other people need or would want to know?

In-House Newsletter Format

What's Happening at OCRM?

Week of _____



What do YOU know that other people need or would want to know?

News from Charleston!

What's new in Beaufort?

What's new from Myrtle Beach?

What's Happening in Columbia?

From the Permitting Section...

From the Planning Section...

From the Legal Section...

From Charleston Harbor Project...

(there's more!)

<u>Upcoming Meetings, Public Hearings, Events</u>	<u>Traveling?</u>
<u>Administrative Update</u>	<u>Make a Note!</u>
<u>Birthdays</u>	<u>Housekeeping Stuff!</u>
<u>Family News</u>	
<u>Other.....</u>	
	the end.....

OCRM Communication Survey

Six Month Follow-up
December, 1998

In order to evaluate the effectiveness of the implementation of newsletters, staff meetings, and expanded e-mail usage to improve office communication, please complete the following survey.

1.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between OCRM's field offices and main office? (circle response)

1 2 3 4 5

2.) On a scale of 1 to 5 with 5 being the best, how would you rate communication between the various sections of OCRM? (circle response)

1 2 3 4 5

3.) How effective in disseminating information would you rate the in-house office newsletter over the past 6 months?

- ☐ a.) very effective
- ☐ b.) somewhat effective
- ☐ c.) no noticeable impact

4.) How effective would you rate the monthly staff meetings in disseminating information over the past 6 months?

- ☐ a.) very effective
- ☐ b.) somewhat effective
- ☐ c.) no noticeable impact

5.) How effective would you rate expanded e-mail usage in disseminating information over the past 6 months?

- ☐ a.) very effective
- ☐ b.) somewhat effective
- ☐ c.) no noticeable impact

6.) If improvements to the newsletter are needed, what would you suggest?

OCRM Communication Survey
Six Month Implementation Follow-up – Page 2
December, 1998

7.) If improvements are needed for the monthly staff meetings, what would you suggest?

8.) If improvements are needed for the way e-mail is handled, what would you suggest?

9.) Are there recurring communication problems that have not been addressed? What are they?

10.) What would you suggest to resolve the issues in question 9?

11.) Have you noticed any improvement in our customer service?

_____Yes _____No

Any other comments or observations???

OCRM Communication Survey

One Year Implementation Follow-up
(July, 1999)

In order to evaluate the effectiveness of the implementation of newsletters, staff meetings, and expanded e-mail usage to improve office communication, please complete the following survey.

NOTE: This survey will be created after reviewing the comments from the six month survey and implementation of any changes as a result of that survey.